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ABSTRACT

This monograph briefly explores the nature of independent business and the entrepreneur turned business manager, and presents the concept of a Council of Independent Businessmen for the advancement of independent business managers. A variety of experiences contribute to learning of any kind. The entrepreneur-manager should develop some means to continue to learn in areas useful to his business. This document discusses the formation of an organization of owners-managers for learning purposes, not as a trade association. General rules for procedures and activities for such a learning organization are presented. The document states that membership in an organization of independent operators provides an experience bank, a storehouse of business acumen to be deposited and withdrawn with a high dividend yield. Included are yearly and special program outlines for such an organization. (MF)

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CHARTERING AN EXPERIENCE BANK

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A GUIDE TO FORMING A LOCAL ASSOCIATION OF INDEPENDENT BUSINESSMEN.

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PREFACE

The purpose of this document is to present an idea which may be general educational help to small business and specifically helpful to organizations which have, as their purpose, to aid and nurture the entrepreneur and the independent business segment of society.

The Center for Venture Management is pleased to be able to publish this document with the hope that many communities throughout the United States will form a Council of Independent Businessmen for the mutual exchange of information and on-the-spot help. We have witnessed several such organizations now in existence and can attest to their usefulness. This document is dedicated to the expansions of this successful idea.

The monograph, "Chartering an Experience Bank," briefly explores the nature of independent business and the entrepreneur turned business manager. With this introduction of the nature of the audience and participant, the notion of a Council of Independent Businessmen who form such a group for their own educational and awareness advancement is then discussed in some depth.

Of course, if you, the reader, would want to visit such a group or wish to explore related ideas with a member or with The Center for Venture Management, The Center will be pleased to arrange such an opportunity.

The Center hopes, too, that educators may utilize the idea contained herein to foster such a group in their own community.

INTRODUCTION

Pedagogy is a strange science. Mankind has attempted throughout its 8,000 years of recorded history to educate its lineage and yet, there is no secure knowledge as to how people learn. We do feel fairly comfortable with the notion that a variety of experiences, planned and unplanned, seem to be important.

The entrepreneur turned manager of his business firm does continue to learn (1) how to assess the business and competitive environment, (2) new techniques as to improving his managerial ability, and (3) to upgrade his human inter-relationships through a variety of means. But unless he - the entrepreneur turned manager - develops some deliberate means to do so, his learning slows to the point of merely reacting to the forces of change imposed upon him.

Often men learn, in the on-the-job situation, by discussing matters of business with fellow men. The business meeting, the conference, riding together in the plane or in the pool ride, having lunch or other convivial activities are all places we learn of new events, new analyses, new techniques, new relationships.

The entrepreneur-manager has a rather difficult time in utilizing these obvious but uncatalogued activities and techniques. In the first place, because of the felt constraints of the man-boss relationship he is loath to open delicate matters with any subordinate. Outside counselors and even boards of directors may not be useful, or handy, or knowledgeable enough about the company or its intimate details to seem to be helpful. Furthermore, unless this entrepreneur-manager has a strong ego, he is unwilling to explore delicate or failure matters in front of anybody. In this respect, the owner-manager is a very lonely person in a lonely position.

For some, the trade association has become a meeting place for owner-managers of similar firms of similar size and of varying experiences in problem solving. Under certain and rare circumstances, these meetings can become opportunities for mutual exploration of management and business problems way beyond the scope of the trade association. Most often, too, as the trade association becomes successful, it changes in character. A professional secretary is hired to further the cause of the membership. Lobbying activities take on greater and greater importance. The organization has grown and subcommittees are formed. As new members are admitted, they form cliques of newer members because they don't seem to have anything in common with the older members who originally built the organization

as well as their own companies - "back in the days when times were really tough". Thus, the sharing of experiences with an intimate group in an intimate setting becomes a thing of the past.

Mankind seems to enjoy and learn well under informal conditions when they feel free to discuss matters near to their hearts. Intimacy can only be achieved when men have met together for some time and have had a chance to form a group in a socio-psychological sense. In these circumstances, good learning experiences take place.

This article is designed to discuss the formation of such an organization of owner-managers for learning purposes, not for trade protection or other purposes. It points out the distinct learning and improvement advantages derived from such an undertaking.

INTRODUCING THE INDEPENDENT BUSINESSMAN

A man who owns and operates his own business is, by necessity, a doer. More than that, he is a do-it-yourselfer. Perhaps he inherited a family business or bought an existing operation. A more plucky entrepreneur may have built his business himself out of faith and borrowed capital. No matter how he began, he remains the pivot on which his enterprise thrives or fails.

Personal drive and resourcefulness are admirable qualities and essential for success in business. The self-made man is a folk hero in America where the "rags-to-riches" tradition reached its peak, but self-reliance can be carried too far. Cooperation with others is also necessary, not only for a prosperous business but for an orderly society as well. The ability to recognize and recruit talent is every bit as important as an executive's own administrative ability. Ultimately his business will depend on the associates he chooses - and he is advised to select them as he would a wife.

Like all generalizations, the stereotype of the business leader is misleading. Dozens of exaggerated Hollywood films have pigeon-holed him as a rugged individual, ruthlessly squelching competition with one hand while pulling off million dollar deals with the other. Luckily, such tycoons operate chiefly out of Hollywood. Off-screen, business executives are as diverse and unpredictable as the kinds of ventures they direct.

Nevertheless, there is a shred of truth in the "loner" image, particularly in the small or medium-sized segment of the business world. A man - or woman - who puts his own money and reputation on the line almost every time he makes a business decision is obviously more independent than his counterpart in a multi-structured corporation. If he built his business himself, he may take an added pride in his self-sufficiency. Even though he relies on his colleagues within the firm, he is probably basically not a team player.

While part of such aloofness on the part of independent businessmen may be voluntary, another part stems from a chronic neglect of the small or medium business sector. Even defining this very vital area of the economy is difficult. One arbitrary yardstick classified small businesses as those employing less than 1,000 people and having an annual sales volume of under $5,000,000.

The word "small" itself puts some businessmen on the defensive. As one reasoned, "If you think about being 'small' too much, that's what you'll always be." But the term is merely a handy measuring device, not a qualitative judgment. There is no need to be apologetic about small business which remains the backbone of the American economy, serving as the chief distributor and supplier of goods, parts and services. Such small firms actually employ more workers than their big corporate brothers.

Despite its importance, small business is not always given separate attention by government and industry which tends to lump it with giant corporations under the general business umbrella. Ironically, the government sends experts to under-developed countries to help set up the same type of small business ventures it often ignores at home. Such neglect arises from an unawareness of the unique nature of the independently owned enterprise.

In terms of current environmental concern, sound business ecology depends on the well-being of both large and small operations. A society which focuses on one while ignoring the other is tampering with its economic health. It is as if, one disgruntled executive has pointed out, we classified hummingbirds on the basis of our knowledge of elephants. The two do have much in common, sharing certain biological functions and a mutual usefulness for man. The elephant (big business) is a source of food and power, while the hummingbird (small business) performs an even more valuable service by pollinating flowers, thus triggering the reproductive cycle of plants on which all animal life depends.

The analogy concludes: "A great deal is known about the elephant, but knowledge of the hummingbird is skimpy. It would seem obvious that anyone concerned with the care of hummingbirds would not limit himself solely to the similarities between elephants and hummingbirds. Yet we are quite confident that the scientific diet developed for the care and feeding of corporate elephants is, also, suitable for independent small business management."*

THE MANY HATS OF THE INDEPENDENT OPERATOR

What are some of the factors that distinguish the independent owner-manager from officials of large corporations? Perhaps the most apparent difference, after the disparity in size and assets, is that the corporation leader has a large staff of specialists to consult, while the independent manager must rely chiefly on himself. Both must be generalists, concerned with all phases of their operations. Yet the proprietor of a smaller undertaking must be something of a specialist, as well, in such fields as engineering, labor relations, legal affairs, marketing, sales and advertising. With so much to learn - and so much at stake - it is often harder to manage a small business competently than to administer a large industry which has all this specialized help "built in".

Another big difference between the two types of business lies in the amount of risk involved. The corporate chief may have invested heavily in his company, but it is unlikely that he gambles his own wealth and livelihood on a regular basis. Independent managers do not have tenure, seniority or the programmed security of larger enterprises. Moreover, the scope of their plant often prevents them from planning beyond the immediate future, and they work at a tempo more intense than the

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*"The First Five Years of the Council of Independent Managers", by Karl A. Bostrom, 1965.

sometimes remote transactions of the giant organizations or the specialized activity of middle-managers. Unlike the latter, their roles are not clearly defined, and they necessarily invent their own procedures as they go along.

A sympathetic observer has remarked: "One way to get true empathy for the independent would be to take all your savings, mortgage your home to the hilt and borrow from friends, and place all of it on one glamour or growth stock. You might be lucky but the hazards would be akin to the game played by the independent when he stakes his all on a new product, challenges his union in a collective bargaining session or goes to the bank or some finance company, hat-in-hand, for money during a temporary period of losses".

The problems and outright frustrations outlined above make it clear why only highly motivated and resourceful people succeed as independent managers. No textbook can teach an entrepreneur how to build a successful business, and there has been little guidance from government, education, foundations and industry.

WHY INDEPENDENTS ORGANIZE

What is probably the best source of help is often ignored by the self-reliant executive who tends to think of his own situation as unique. He may not realize that his neighbor in a nearby establishment may not only have the same problems but may have solved them. A man who prides himself on his efficiency may be wasting time over questions already answered. It makes sense for him to join an association of his peers in order to swap common experiences and compare notes on mutual problems.

The busy operator who must juggle his work schedule with many civic, fraternal, family and social demands may understandably balk at taking on still another obligation. He probably already belongs to some trade or professional societies geared to improving the general business climate, and he may

assume that the proposed organization of fellow independents will duplicate the work of these existing groups.

But instead of providing "more of the same," an organization of independent operators would focus specifically on the day-to-day activities of individual enterprises. Participation should result in improved performance and higher profits, as well as a greater understanding of business in general and small business in particular. Although side effects would have a wider impact, the chief aim of such a group would be the self-improvement of local business.

SOME DIVIDENDS FOR MEMBERS

Response from members of one active group indicates that participation does indeed pay off. A few cited higher profits and increased productivity as a direct result of joining. Most listed less tangible benefits, such as the opportunity to learn from each other's experiences and to air problems before a congenial sounding board. Others noted that discussions stimulated intellectual growth, making them more open to new ideas and philosophies and more aware of community responsibility. Another by-product was higher morale; for many it was reassuring to learn that others faced identical problems which seemed so overwhelming when encountered alone. Just being able to raise issues one could not discuss with employees was a major factor for a large number who previously felt, as one said, that they were "carrying the entire world on our shoulders."

The head of one firm wrote: "As president of a family-owned business, I have many diversified responsibilities. It is impossible for me to become an expert in all of these jobs; in fact, in some of them I have little or no knowledge at all. The group has given me the ability to meet executives who face many of the same problems I do. No one in the organization is in my line of business, and yet we all have so many of the same management

problems. Most of us tackled the same difficult problems differently, and with varying results, and if we try and learn not only from our own mistakes but, also, from the mistakes of others, it can be very beneficial indeed."

TYPES OF BUSINESSMEN'S COUNCILS

There are no set rules for organizations of independent managers which should be structured according to the needs of those joining. The industrial climate and size of the communities in which the groups are located are other determining factors. In a smaller town, an organization might have more flexible admission standards than its equivalent in a larger city which has a broader economic base and more kinds of industries.

A good example of a highly specialized association is the Commercial Laundry Group in the Greater Chicago area. Some 14 laundry operators in the large metropolitan region cooperate in this venture which is so sophisticated that it conducts management training programs and has worked out a mutual buy-and-sell agreement for its own members.

Two groups of a more diversified nature are the Management Assistance Council in San Francisco and the Smaller Manufacturers Association in Pittsburgh. One of the more successful groups of entrepreneur-operators is the Council of Independent Managers in Milwaukee (CIM). This group, now numbering 45 members, was formed in 1958. It later joined with the Society for the Advancement of Management (SAM) with the intention that a nationwide affiliation would help expand and hold the membership.

As defined in its by-laws, the purpose of CIM is: "Through research, discussion, publication and other appropriate means: to conduct and promote study of the principles governing organized effort in privately-owned business enterprises in which the owner is a bona fide executive, and to impart to the public information concerning said

principles and their various applications for the general betterment of free and open society".

COMMON GROUND IS ESSENTIAL

While individual groups present varied patterns, a commonality of interest is a vital factor. Size and volume of an operation are more important than the kind of business involved. For example, a man who employs 50 workers in his printing firm will have more in common with the owner of a medium-sized bakery than with the head of a large printing chain. By limiting membership to owners with a certain number of employees (say from 15 to 500) and maintaining a specified annual sales volume (perhaps from $300,000 to $5,000,000) a common ground of experience is assured.

A typical group would require each member to have an ownership stake in his business, make routine policy decisions and have two levels of management, thus ruling out the one-man shop and the self-employed businessman. A definite product or service should also be required, eliminating such experts as doctors, lawyers and accountants who might otherwise qualify for membership (and who could be tapped as guest speakers and panelists). Franchised ventures should be excluded, and a member company should not be a division of another firm or dependent on a single supplier or customer.

Generally, groups will consist primarily of owners of manufacturing firms, with a smaller proportion of wholesalers, retailers and officials of service firms. Thus, while one group, such as the Chicago laundry unit noted above, will draw its membership from a single industry, another might include manufacturers of clothing, ice cream, plastics, stamps, or paint, as well as wire and metal fabricators, dry cleaning operators, plumbing contractors and electrical suppliers. Such a cross-section has obvious drawbacks, but it also opens doors to experiences, ideas and friendships which might otherwise never be explored.

FORMING A GROUP OF INDEPENDENT OPERATORS

The rules for forming an organization of independent managers are as flexible as its membership. Entrepreneurs are invariably "self-starters" who will add their own creative touches as the group develops. The first step in forming such an association is simply to "sell" the concept to one or several able managers willing to serve as prime movers. If the initial months are successful, the venture will attract other qualified operators and become self-sustaining. Each group will write its own constitution, draw up a format and decide on such points as officers, boards of directors and fees. If they consider membership profitable, members are usually willing to pay quite substantial dues (which are deductible as a business expense).

What might be termed the "entrepreneural syndrome" must be taken into account when planning programs. By nature, the independent businessman is an aggressive creature who prefers participation to passive involvement. A steady diet of programmed lectures or discussions is not for him. Instead, he wants to have immediate company problems brainstormed with him by a forum of his peers.

Nor is it advisable to lean too heavily on specialists as speakers and panelists. In this respect, the organization will differ from more conventional groups in which specialists confer with other specialists. Of course, outside experts should not be ignored as a source of valuable advice or observations. But a group of entrepreneurs will probably gain more from an exchange of ideas within the group itself than from routine appearances by such specialists.

"In a sense, the members of our group are native hunters who have powwows and exchange experiences," one man explained. "We most certainly listen to some of the chiefs from the big tribes, but too often those chiefs are fellows who are specialists, equipped with all kinds of specialized tools which are too expensive for us or require too long a training period or cover far too much territory for the kind of smaller game we are looking for."

One way to stimulate interchange is to involve members in the planning and execution of programs.

The program chairman should submit the proposed agenda for the following year to the membership before the summer vacation period. Members can then comment or the choice of topics (and guest experts) and sign up as panelists or chairmen for particular meetings. (Some groups will remain in operation all summer, but it is still wise to line up speakers and book facilities before vacation schedules interfere.)

MAXIMIZING THE MONTHLY MEETING

Formats will differ from group to group, but the monthly meeting will almost always be the key to success - or failure. Care in planning cannot be overstated, and officers should avoid wasting time over trivial details. Since an occasional change of atmosphere may prove stimulating, meeting places can be altered.

After trying the conventional dinner-meeting-with-speaker approach, one council found it more profitable to divide members into groups of six or eight per table and assign each unit a topic related to the evening's theme. For instance, if the meeting's overall subject was the sale of stock to employees, one group might discuss the advantages of selling stock, another might list the disadvantages, while a third might consider the steps to be taken in such an exchange.

Fortified by a preliminary cocktail hour, diners sat down to eat and discuss their given topics, with one participant at each table serving as secretary. After the meal, each secretary reported on his group's discussion, a panel of members elaborated on the subject, and a guest expert added some professional observations. With such a format, each meeting became a workshop, with those attending receiving a short course in business administration in less than three hours' time.

There should be no difficulty in finding suitable themes for meetings, as managers are always eager

to learn more about common concerns. A list of typical topics might include: labor relations, taxes, insurance, sales, advertising, marketing, public relations, data processing, investing, acquisitions and mergers, money management, pensions and profit sharing. When wives are invited to a special meeting, their tastes should be considered; the evening might be devoted to a discussion of business ethics or psychology or to the role of the businessman in the community. (See Appendix No. 1 for a roster of typical meeting themes.)

SOME RECOMMENDED ACTIVITIES

If meetings are the classrooms for members of the organization, their commercial operations are the laboratories. By visiting one another's plants and facilities, members can gain further insights into small business economics and procedures. Such visits may be hard to fit into executive schedules since managers have to manufacture their own free time. One group solved this problem by arranging breakfast tours. After an early morning meal at the host plant or a nearby restaurant, the owner conducted his guests on a tour of his business. Not only did the visitors encounter new techniques they might apply to their own operations, but they acted as consultants to the owner. (Another benefit was the thorough housecleaning the plant undoubtedly underwent before the arrival of the guests.)

An exceptionally active council might sponsor lectures, workshops, seminars and other events open to members and their guests. If the public is invited, such affairs can also augment the group's bank account, not to mention its prestige. Annual symposiums at comfortable resort-motels can be pleasant working vacations for an operator and his family.

Liaisons with nearby colleges, universities and vocational and technical schools are also recommended. One faculty member from each institution

might be admitted as an advisory member; in turn, members of the group could volunteer to speak before student groups. The organization could also maintain a speakers' bureau, with members available for various civic and professional events.

Once the organization has gained momentum, it should be easy to maintain a stable membership. Before that point is reached, members must serve as recruiters, bringing guests to meetings and asking bankers, educators, trade groups and others with business contacts to point out potential members. A promotional packet and the regular newsletter might be sent to likely prospects for membership, followed up by a written or telephoned invitation to join the group or to participate in some group sponsored event. New members should be encouraged to take part in activities immediately without an apprenticeship interval.

DIRECT EFFECTS AND BY-PRODUCTS

Members of independent businessmen's councils often observe that the informal exchange within the group is as valuable as more formally structured activities. Once members are well acquainted, it is easy to pick up the phone to call a neighboring colleague for advice on a perplexing plant problem. Cocktail hour chatter, luncheon dates and other social contacts outside regular group affairs keep members up to date on points of common interest.

A library of filmstrips, books, pamphlets and periodicals may be advisable, and the editor of the organization's newsletter might direct readers' attention to pertinent articles, college courses, television shows, films, lectures and community events. The newsletter can also interpret current events of special interest to members, perhaps even editorializing on them. Although outright lobbying may be outlawed by some groups, others may encourage members to pressure legislators for laws favoring small business. Merely by becoming a vital force in the business sphere, a group

cannot fail to have some impact on local civic and commercial life.

In a group of this type, a certain number of business transactions will be carried out between members. It is interesting to note that members invariably regard such business deals as bonuses, never as reasons for joining the council. Another dividend is the list of specialists who have appeared as guest experts and can be tapped for advice when the need arises.

Stated bluntly, the chief aim of such a group is to improve the business efficiency of members. But there will be broader side effects. A healthier business climate will create ripples in the entire community, fertilizing the local economy. A spirit of community service should be another by-product. Simply by meeting with his peers, a businessman may be led to reassess his responsibility in such matters as pollution control, minority hiring or job training. A certain number of meetings each year might be set aside to discuss civic issues; the group could even undertake a community project such as the sponsorship of a Black entrepreneur.

PITFALLS AND COMPLAINTS

A common gripe of a typical businessman's council is that meeting topics are irrelevant. Admittedly, it is difficult to find themes that will please all the people in such a diverse group. Sometimes a topic of interest to a recent enrollee is merely a rehash of a tired theme for those with more tenure in the group. Program chairmen must be alert, trying to select topics that will spur maximun involvement and maintain group vitality.

Speakers are often singled out for adverse comments. Some are criticized as full, others as too technical, still others as too general or inclined to "lobby" for their particular line of work. It is often hard for a guest specialist to speak from the point of view of his hearers who may sometimes

demand too much of speakers. As one manager confessed, "The disadvantage, naturally, lies in the difficulty in maintaining participation and a high level of interest on the part of the entrepreneur whose attention span is very short when not directed at himself!"

Another complaint is that most members are too busy to do a thorough job of planning and coordinating programs. If finances permit, a full or part time executive secretary may be the solution. He could perform routine chores, edit the newsletter, maintain the library and arrange special events. He might also coordinate the information exchange center, referring members to the appropriate colleague or specialist for advice in solving specific problems.

Size is also frequently listed as a drawback. If a group is too small, it tends to grow stunted and to lose vigor. If too large, members may remain strangers and hesitate to express themselves in the easy give-and-take that is so essential to success. A larger group may solve this dilemma by subdividing according to size or type of operation of the members involved.

There is also the possibility that members may outgrow the group as their operations expand. In his new circumstances, a manager may have less in common with the others in the group than formerly, or he may no longer be eligible for membership. This is a healthy sign, as a member's success reflects favorably on the organization as well. If enough participants "graduate" in this manner, spin-off groups of a more advanced nature may be formed (such as the Executive Committee in Milwaukee).

CREATING AN EXPERIENCE BANK

Every good businessman knows the value of money in the bank or - better still - circulating through his business. Membership in a group of independent operators provides another kind of capital. A good organization is an experience bank, a

storehouse of vast business acumen deposited freely, to be withdrawn at will and yielding the highest dividends!

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APPENDIX NO. 1

a. Monthly Program

b. Spring Weekend Programs

c. Fall One-day Program

d. Plant Tours

PROGRAM - FIRST FULL YEAR

1960

Date - February 4
Program - Design and Marketing Problems of a new Product
Speaker - C. C. Vander Mall, Vice President of Manufacturing, Ansul Chemical Co.

Date - March 3
Program - Overcoming Financial Problems for Small Business
Speakers - Frank Norris, Bank of Commerce
Frank Quinn, Civic Finance Corporation

Date - April 7
Program - How Do You Select Your Management Team?
Round Table Discussion

Date - May 5
Program - How Does Small Business Develop Employee Satisfaction and a Healthy Group Feeling?
Speakers - Jerome Stanke, President-General Manager, Stanke Tool Corp.
L. C. Griffith, Secretary-Treasurer, All State Engineering Co.
Dr. Mungo Miller, Psychologist

Date - June 2
Program - Communications in Your Organization
Speakers - Daniel Nettesheim, Schwaab Stamp and Seal
Ed Wisnewsky, Gleason Corporation
Dr. Melvin Miller, University of Wisconsin-Milwaukee

Date - September 8
Program - How Ignorant are Small Business Executives?
Speaker - Karl Bostrom, Chairman of the Board, Bostrom Corporation, Discussion Leader

Date - October 13
Program - Implications of the November Election on Small Business
Moderator - Dr. Clarke Hagensick, University of Wisconsin Extension Division
Speakers - Attorney General Reynolds
Attorney Glenn Pommerening

Date - November 10
Program - Opportunities and Risk Taking in the Owner-Managed Business
Speaker - Ed Wisnewsky
Discussion Leader - Karl Bostrom

Date - December 8
Program - Evaluating Administrative Management Problems of Small Business
Speaker - Brother Leo Ryan, Marquette University

1961

Date - January 12
Program - Profits, Return on Investment, Objectives of Owner-Operators
Speaker - Lewis Kranick, President, Wisconsin Hydraulics, Inc., Discussion Leader

Date - February 20
Program - Sales Promotion in the Small Business Firm
Speaker - James Gibbons, President, J. J. Gibbons Company

Date - March 20
Program - Do We Go to Automation and Reduce the Number of Employees? What Do Employees Want? Are Higher Salaries the Answer?
Speakers - E. F. Brewer, President, Brewer Mfg.
Sam Boehringer, Boehringer Engineering
R. Tjensvold, Industrial Relations Director, Inland Steel

Date - April 17
Program - Do You Know How to Control Your Own Company?
Speaker - Jim C. Hall, President, Heath Corporation

Date - May 15
Program - Improved Reading Will Improve Management
Speaker - Dr. Alice Richardson, University of Wisconsin-Milwaukee

PROGRAM - AFTER THREE YEARS

1964

Date - April 20
Place - Milwaukee Athletic Club
Program - Growth in Relation to Capital - With the Emphasis on Capital
Panel - L. C. Griffith, Herman Williams, Herb Geiger

Date - May 18
Place - Milwaukee Athletic Club

Date - June 15
Place - Alioto's (Annual Wives Night)
Program - A Glimpse at "New" Milwaukee
Speaker - Mr. Rudolph Schoenecker, The Greater Milwaukee Committee

Date - September 21
Place - Milwaukee Athletic Club
Program - What Do You Look for between the Sheets?
Panel - "Exchange" session

Date - October 8
Place - Engineers and Scientists of Milwaukee, Inc.
Program - Motivation and Money
Chairman - Herb Hentzen
Panel - Karl Bostrom, George Raithel, Paul Bringe

Date - November 16
Place - Milwaukee Athletic Club
Program - How to Prepare a Simple Cash Budget
Speaker - Don Nettesheim
Panel - John Roethle, Martin Kraninger, Herb Thatcher

Date - December 14
Place - Milwaukee Athletic Club
Program - How to Keep Your Banker in a Jolly Frame of Mind
Panel - Harv Rutishauser, Les Dlouhy, Dick Stevens

PROGRAM - AFTER SIX YEARS

1966

Date - January 17
Place - Milwaukee Athletic Club
Program - How Do You Find and Keep Key Employees?
Panel - Paul Birkle, Martin Kraninger, Richard Malone

Date - February 21
Place - Milwaukee Athletic Club
Program - What Should Your Return on Investment Be?
Panel - James Wright, Vitas Thomas, Roger Hill

Date - March 21
Place - Milwaukee Athletic Club
Program - Psychological Testing - What is its Value?
Speaker - Dr. Gerald Fort, Partner, Humber, Mundie & McClary, Industrial Psychologists
Panel - Allen Everett, Everett Hat Company
Perc Ekholm, Employers Association of Milwaukee
Robert Onan, Waukee Engineering

Date - April 18
Place - Milwaukee Athletic Club
Program - Board of Directors - How to Select, Compensate and Utilize for Maximum Effectiveness
Expert - Mr. Gordon Kenngott, The Heath Corporation
Panel - Eugene Bass, Herbert Thatcher, Charles I. Wesley, Jr.

Date - June 30
Place - Milwaukee Athletic Club
Program - Plan for 1966-67
Annual Open Board Meeting

Date - October 17
Place - Milwaukee Athletic Club
Program - Information Explosion - How Do You Keep Up?
Expert - Mr. Gregg Hedden, Director of the State Technical Services Act
Panel - King Harte, Roger Gettys Hill, Herb Thatcher

Date - November 21
Place - Milwaukee Athletic Club
Program - Automatic Data Processing - Rapidly Becoming a Small Business Tool
Expert - Mr. Fred H. Lutter, Lutter & Halstrom, Inc., Chicago Consultants to Management in EDP
Panel - Eugene Bass, Frank Brewer, Herman Williams

Date - December
Program - Auditing Your Business - Executive Controls

PROGRAM - AFTER EIGHT YEARS

1967

Date - January 16
Program - Discarding Hats (Preventing Magerial Obsolescence) - The Growth of the Executive

Date - February 20
Place - Milwaukee Athletic Club
Program - Improved Labor Relations - Everyone's Problem
Expert - Patrick Brigden, Attorney, Lamfrom, Peck, Ferebee & Brigden
Panel - James Wright, Bruce Walthers, Frank J. Pleva

Date - March 9
Place - Milwaukee Inn
Program - Goals and Their Evaluation
Expert - Mr. Earl Lundgren, University of Wisconsin-Milwaukee
Panel - Karl Bostrom, Allen Everitt, Herb Hentzen, Jr., Marty Kraninger

Date - April 17
Place - Milwaukee Athletic Club
Program - Use of Outside Directors and Consultants
Expert - Charles Prieve, Attorney, Prieve, Gerlach & Meyer
Panel - Percy Ekholm, Ken Palmer, Roland Sprenger

Date - September 18
Place - Milwaukee Athletic Club
Program - Escalating Indirect Costs
Expert - H. K. von Kass, P.E.
Panel - Jerry Dziedzic, Jim Grebe, Eckhardt Grohmann

Date - October 16
Program - Can Your Company Survive You?
Expert - Allen R. Korbel, C.L.U., Allen R. Korbel & Company, Inc.

Date - November 20
Place - Milwaukee Athletic Club
Program - Expansion - Where Does the Money Come From?
Panel - Paul Birkle, Peter Albrecht Corporation
Lewis Kranick, Dexter-Kranick and Associates
John D. Roethle, Anderson/Roethle and Associates, Inc.

Date	-	December 18
Place	-	Milwaukee Inn
Program	-	Are You and Your Management Team Becoming Outdated?
Expert	-	Mr. William Breese, Milwaukee Vocational School
Panel	-	Roland Biersach, Biersach & Niedermeyer Company Gunther Greis, Metal Processing Company Vitas Thomas, Tomco, Inc.

PROGRAM - TEN YEARS LATER

1968

Date - January 15
Place - Milwaukee Inn
Program - Training - Control - Motivation and Remuneration of Sales Personnel
Expert - Mr. Gerald Mintz, Vice President-Sales, Williams Steel & Supply Company
Panel - Frank Brewer, E. F. Brewer Mfg. Company
Richard Malone, Dietz Electric Company
Roland Sprenger, Allis Tool & Machine Corporation

Date - February 19
Place - Milwaukee Inn
Program - When Must You Sacrifice the Individual's Right to the Organization?
Panel - Herbert D. Hentzen, Jr., Bruce Walthers, two Members - to be announced

Date - March 18
Place - Milwaukee Inn
Program - Ethics in Business - Can It Exist?
Moderator - Mr. Ray Schroggins, Sr., Vice President, American City Bank & Trust Company
Panel - Eugene Bass, Blankstein Enterprises, Inc.
Carl Boelter, Frank W. Boelter, Inc.
Allen D. Everitt, Everitt Hat Company

Date - April 15
Place - Milwaukee Athletic Club
Program - Do You Manage by Intuition or Objectives?
Panel - Richard Gebhardt, Monarch Corporation
Herman Williams, Williams Steel & Supply

Date - September 16
Place - Milwaukee Athletic Club
Program - Mergers and Acquisitions - What Are the Problems and Advantages?
Expert - Mr. Vincent Peterson, Vice President of Finance, Koehring Company
Panel - Lew Kranick, Dan Nettesheim, Herb Thatcher

Date - October 21
Place - Milwaukee Athletic Club
Program - Do You Want to Grow - Expand?

Date - December 16
Place - Milwaukee Athletic Club
Program - Pension and Profit-Sharing Programs

1969

Date - January 9
Place - Milwaukee Athletic Club
Program - Employee Turnover

Date - February 17
Place - Milwaukee Athletic Club
Program - What about Employee (White Collar) Incentive Programs?

Date - March 17
Place - Milwaukee Athletic Club
Program - How Do You Manage "Time" - or Does "Time" Manage You?

Date - April 21
Place - Milwaukee Athletic Club
Program - As a Small Business Operator, What Thought Have You Given to Your Estate Planning?

SPRING WEEKEND PROGRAM
(Friday, Saturday and Sunday)

1966

Dates	- May 20, 21, 22
Place	- The Abbey, Lake Geneva, Wisconsin
Theme	- The Human Relations Element
Speaker	- Mr. Grant Spong, Vice President, Industrial & Public Relations, Quaker Industries, Antioch, Illinois
Theme	- An Analysis of the Product Oriented vs. Organization Oriented President of the Smaller Firms
Speaker	- Dr. John L. Komives, Director, Business & Industrial Management Center, Kalamazoo College, Kalamazoo, Michigan

1967

Dates	- May 19, 20, 21
Place	- The Pioneer Inn and Marina, Ki Ni Island, Oshkosh, Wisconsin
Theme	- Selecting an Executive Case Studies
Speaker	- Mr. M. L. Kranninger
Theme	- A Simulated Business Environment, Testing Business Acumen, Executive Development, and Self-Discipline
Speaker	- Dr. Earl Planty, Professor of Management, College of Commerce & Business Administration, University of Illinois

1968

Dates	- May 24, 25, 26
Place	- Lake Lawn, Lake Delavan, Wisconsin
Theme	- Motivation
Speaker	- Dr. Wm. Humber, Humber, Mundie & McClary, Industrial Psychologists
Theme	- Motivation Dr. George Gentry, Associate, Humber, Mundie & McClary

FALL ONE-DAY PROGRAM

1966

Date - October 20
Place - Milwaukee Inn
Theme - Objectives
Speaker - Mr. Fred H. Lutter, President, Lutter & Helstrom, Inc., Data Systems Management Services Firm, Chicago, Illinois
Theme - Basic Data Processing Functions
Speaker - Mr. Ray Grammer, Controller, Chief Laundry, Inc., Chicago, Illinois
Theme - The Feasibility Study
Speaker - Mr. Stan Weiss, Director, Englewood Electrical Supply Company, Data Processing, Chicago, Illinois
Theme - Case Study of a Computer, Installation - Problems of Personnel Selection and Training
Speaker - Mr. Ray Grammer
Theme - Personnel Requirements, Selection and Training
Panel of Speakers
Workshop Sessions

1967

Date - November 1
Place - Milwaukee Inn
Theme - Our Experience with Formalized Planning
Panel Presentation - Mr. Karl A. Bostrom, formerly Chairman of the Board, Bostrom Corporation; Mr. Herb Hentzen, President, Hentzen Chemical Coatings; Mr. Dan Nettesheim, President, Schwaab Stamp & Seal Company
Theme - Survival Planning
Panel Presentation - Professor John Smith, Business Administration, University of Wisconsin-Milwaukee; Dr. Gerald Port, Consulting Psychologist, Partner of Humber, Mundie & McClary, Milwaukee, Wisconsin; Mr. Clifford F. Messinger, Consultant; John D. Roethle, Specialist

1968

Date - November 4
Place - Milwaukee Inn
Chairman - Dr. Bernard J. LaLonde, Professor, Graduate School of Business Administration, Department of Marketing & Transportation Administration, Michigan State University, East Lansing, Michigan
Theme - Improving Your Sales Program and Efforts

PLANT TOURS

1963

Date - October 31
Host - Bruce Walthers
Place - Wm. K. Walthers, Inc.

Date - December 5
Host - Frank Brewer
Place - E. F. Brewer Company

1964

Date - January 30
Host - Henry Alfrey
Place - Erie Mfg. Company
Time - Noon - Luncheon at Alexander's

Date - February 27
Host - Lou Kranick
Place - Sunlite Plastics, Inc.
Time - 7:30 a.m. - Breakfast

Date - March 26
Host - James Wright
Place - Wright Metal Processors
Time - 7:30 a.m. - Breakfast

Date - April 30
Host - Herman Williams
Place - Williams Steel & Supply Company

Date - May 28
Host - Jerry Stanek
Place - Stanek Tool Corporation

Date - October 29
Host - Don Nettesheim
Place - Schwaab Stamp & Seal
Time - 8:00 a.m. - Breakfast

Date - November 19
Hosts - Mr. Wongeline and Mr. Breese
Place - Milwaukee Institute of Technology
Time - 8:00 a.m. - Breakfast

Date - December 29
Hosts - Herb and Bill Hentzen
Place - Wisconsin Paint Mfg. Company
Time - 7:30 a.m. - Breakfast

1965

Date - January
Host - Henry Alfrey
Place - Erie Mfg. Company

Date - March 26
Host - Jim Wright
Place - Wright Metal Processors

Date - April 30
Host - Herm Williams
Place - Williams Steel & Supply Company

Date - October 28
Place - Northwestern Executive Services, Inc.
Time - 7:30 a.m. - Breakfast

Date - December 2
Host - Frank Brewer
Place - E. F. Brewer Company (Mfgr. of Hospital Supplies)

1966

Date - January 26
Host - Mr. Wolf
Place - Wolf Dry Cleaners
Time - 7:30 a.m. - Breakfast

Date - February 24
Host - Roland Beirsach
Place - Beirsach & Niedermeyer

Date - March 31
Host - Ev Hokanson
Place - Wire & Metal Specialties, Inc.
Time - 7:30 a.m. - Breakfast

Date - April 28
Host - Herb Hentzen
Place - Wisconsin Paint Mfg. Co.
Time - 7:30 a.m. - Continental breakfast

Date - October 27
Host - Dick Malone
Place - Dietz Electric Co., Inc.
Time - 7:30 a.m. - Continental breakfast

1968

Date - January 25
Host - Jim Grebe
Place - Grebe's Bakeries, Inc.
Time - 7:30 a.m. - Continental breakfast

Date - February 29
Host - Carl Wamser
Place - Everbrite Electric Signs, Inc.
Time - 7:30 a.m. - Continental breakfast

Date - March 21
Host - Bill Breese
Place - Milwaukee Technical College
Time - 7:55 a.m.

Date - April 25
Hosts - Chuck and Herb Geiger
Place - Holiday Cups, Inc.
Time - 7:30 a.m. - Continental breakfast

Date - September 26
Host - Carl Kitzinger
Place - Kitzinger Cooperage Corp.
Time - 7:30 a.m. - Continental breakfast

Date - October 24
Host - Dr. John L. Komives
Place - The Center for Venture Management
Time - 7:30 a.m. - Continental breakfast

Date - November 21
Host - Allen Everitt
Place - Everitt Hat Company
Time - 7:30 a.m. - Continental breakfast

1969

Date - January 23
Host - James Wright
Place - Wright Metal Processors

Date - February 27
Host - Dan Nettesheim
Place - Schwaab Stamp & Seal Company

Date - March 27
Host - Sam Hope
Place - Griffith-Hope Company

Date - April 24
Host - Fred Yahr
Place - West Bend Concrete Products

APPENDIX NO. 2

HISTORICAL NOTE

The following item appeared in a catalogue entitled Business Manuscripts in Baker Library (Harvard University), page 230, under "Voluntary Associations".

1226 1922-1932 Manufacturers' Research Association
Boston, Massachusetts
2 cases, 2 boxes (2 ft.)

Selected files of an association of a dozen or more Massachusetts firms in different industries, organized to exchange information of mutual interest. A Boston office was maintained under the direction of R. L. Tweedy. Firms represented at various times were: American Optical, Brown & Sharpe, Dennison, Eastern Mfg., Ginn & Co., Graton & Knight, Helburn Thompson, Hood Rubber, Kendall Mills, Lewis Mfg., Nashua Mfg., Norton, Strathmore Paper, Universal Winding, Walworth, and Whitin; the Harvard Business School was also represented.
Deposited by Hood Rubber Co., 1932.